

Strategies for Effective Organizational Corporate Behavior based on The Personality Traits of the Organizational Corporate Behavior of the Central Government Employees**Mahipal Raperia**

Research Scholar (Management) Institute of Management Studies and Research, Maharishi Dayanand University, Rohtak, Haryana

Abstract

The administration has to perform a number of tasks to meet the needs of public by rendering their best so that can attain the predefined objectives related to wellbeing of individuals (active resources) in the current scenario. The environment is changing so as the demands of the people with the world-class transformations, amalgamation of cultural practices, growing awareness among the people and impact of corporate culture. The individuals are expected to work with 24x7 dedication irrespective of their age, marital status and gender, which is also regarded as need of the hour. Organizational citizenship behavior has been evolving as a magnificent concept in the rich literature of organization behavior (Singh and Singh, 2009). It depicts the discretion on the part of administrators to give efficacious output by satisfying the demands of the concerned thespians. Every individual administrator possesses certain personality traits, which are linked up with their job performance and commitment towards their jobs. Many studies have been conducted to mark the acknowledgment of effect of personality traits on the organization citizenship behavior among the employees in the developed nations, but only few initiatives have been made to conduct the examination regarding their association in the developing country like India (Patki et al., 2016; Betrand et al., 2015). The study would foreground the understanding of how the personality impacts the organization citizenship behavior of administrative servants at the work place, where the human resource is given due worth (Purba et al., 2014). The research would also enable the practitioners, academicians, managers and social scientists to formulate several productive and scientific ways to support the individual employees to concoct and strengthen the personality traits that suit best as per the demand of the concerned administrative structure (Singh and Singh, 2009). Moreover, the research work would enable the employers to motivate their staff members to express organization citizenship behavior so as to bring about harmonious relationships and dedication for the work by the staff members in present as well as future scenario (Leephaijaroen, 2016, Podsakoff et al., 2000).

Keywords: Strategies, Organizational Corporate Behavior, Personality Traits, Employees (Group B), Administrative Services, Indian Government

Ansari et al., (2018) conducted a study to ascertain the impact of personality, Organizational climate as well as job satisfaction on organizational citizenship behaviour. In the dynamic and globalized era, the school faculties are required to exhibit the suitable traits to train the school

students to prepare for the better future and enable them to be assets for the nation. Such kind of performance requires utmost dedication and work effectiveness. The sample size of the study was 212 respondents who were the teachers working in public vocational high schools in Central Jakarta Administration city of Jakarta DKI Jakarta province. The data was analyzed using path and descriptive analysis. It was found in the study that personality, organizational climate and job satisfaction had positive and direct impact on the organizational citizenship behaviour of school teachers. Moreover, the study also revealed the substantial effect of personality and organizational environment on job satisfaction.

Rupa (2018) analyzed the effect of Big Five personality traits on organizational citizenship behaviour and satisfaction. The sample size of the study was 850 research scholars from University of Jammu and Guru Nanak Dev University. Structural Equation Modeling was used to examine the data. The study revealed that organizational citizenship behaviour was substantially predicted by the personality traits and led to enhance the customer satisfaction. Agreeableness, extraversion, openness to experience and conscientiousness had been positively associated with the organizational citizenship behaviour, which ultimately raised the level of satisfaction, whereas neuroticism was negatively related to the organizational citizenship behaviour. Hence, the study also suggested the need to incorporate effective strategies to enhance the personality traits among the research scholars so that they could render their tasks in a well manner.

Aftab et al., (2018) examined the impact of extraversion, conscientiousness and psychological capital on organizational citizenship behaviour among the university faculties. The sample size of the study was 440 university teachers who were employed in public and private sector universities in four provinces of Pakistan. The data was analyzed using descriptive analysis and correlation technique. The study found that extraversion and conscientiousness were substantially linked with the organizational citizenship behaviour. Both traits of employee personality were reckoned as substantial predictors of organizational citizenship behaviour. Moreover, the researchers also contended that highly positive psychological capital enhanced the positive association of extraversion and conscientiousness with extraversion and conscientiousness.

Reza et al., (2018) undertook a research to find the impact of personality traits and motivation on organizational citizenship behaviour among the employees. The data was collected from 95 respondents who were the staff working in the Human Resources Development agency of Ministry of Public Works and Housing. The data was analyzed using the path analysis process. The results indicated the positive, direct and substantial influence of Big Five personality traits on the organizational citizenship behaviour of the employees. Moreover, motivation was found substantially influencing the organizational citizenship behaviour. The employees, who possess the personality traits and have higher motivation, tend to do the jobs with high organizational citizenship behaviour as well.

Chukwuemka et al., (2018) analyzed the role of personality traits and locus of control on organizational citizenship behaviour among the lecturers. The sample size of the study was 204 respondents including 129 males and 75 females working in Federal Polytechnics Oko Anambra State. The data was analyzed using Analysis of Variance. The study revealed that extraverted lecturers were found with more tendencies to practice organizational citizenship behaviour rather than the agreeable, conscientious and open to new experience lecturers. Personality traits were considered as substantially related to organizational citizenship behaviour. The study did not depict any substantial interaction impact between work-locus of control and personality attributes on the organizational citizenship behaviour of the lecturers. Moreover, the research also recommended that psychometric evaluation must be used by these educational institutions during recruitment process so that the effective employees could be selected who could exhibit citizenship behaviour.

Fahmi and Permana (2018) analyzed the effect of personality traits as well as perception of work on organizational citizenship behaviour. The study was conducted with 273 teachers working at Senior High School located in West Java, Indonesia. The data was analyzed using path analysis. The study revealed the direct and positive effect of personality traits on organizational citizenship behaviour of employees. The perception on work was also found substantially associated to the organizational citizenship behaviour. Besides this, personality traits had been found positively influencing the perception of work of the school teachers. The study also recommended that the higher authorities have to be vigilant while selecting the suitable employees who possess the adequate personality traits. The teachers must be given training at regular intervals of time to train them to be effective and fruitful for the students, schools and themselves.

Udin et al., (2018) undertook a study to examine the role of Big-Five personality traits and psychological capital on organizational citizenship behaviour and task performance of employees. The transformations in the dynamic world demands for the efficacious and psychologically fit human resource ready to face any challenge and provide suitable solution. The sample size of the study was 246 employees working in the electricity sector in four large cities in South Sulawesi, Indonesia. Structural Equation Modeling was used to analyses the data. The Big Five personality traits and psychological capital are found to be positively and substantially related to organizational citizenship behaviour. Organizational citizenship behaviour was not found adequately associated with task performance. The research also supported that the organizations must encourage their employees to retain the best talent out of them so that they could maintain efficacy to meet the competitive edge.

Szabo et al., (2018) ascertained the impact of dark triad personality traits on organizational citizenship behaviour. The study was conducted with 256 respondents who were the working adults of Hungary. The data was analyzed using correlation technique. It was revealed by the study that subclinical psychopathy was a consistently negative predictor of organizational citizenship behaviour including the in-role and extra-role behaviours. Machiavellianism was also

considered linked with the organizational citizenship behaviour, which proved to be benedictory for the organization and to the performance of the in-role approaches among the adult workers. Machiavellianism was not substantially related to the individual employees. Subclinical narcissism was not found correlated to the outcome variables. Hence, it was also supported that outcome of positive relationship between personality traits and organizational citizenship behaviour could be fruitful in understanding the role of dark triad personality attributes in the prediction of in-role and extra-role behaviours.

Krishan et al., (2017) undertook a study to highlight the joint effect of job design characteristics and employee personality on organizational citizenship behaviour. Positive behaviour of the employees has been the prime focus of industrial organizations. The data was collected from 443 employees working in the public healthcare institutions in Malaysia. The data was analysed using hierarchal regression analysis. The study revealed the positive impact of numerous job design characteristics like physical demand, task significance, skill variety, autonomy, psychological demand, social support and feedback on organizational citizenship behaviour. Moreover, the interaction between the job design characteristics like social support and autonomy and agreeable personality has proved as a predictor of organizational citizenship behaviour. Apart from it, the impact of autonomy on organizational citizenship behaviour was comparatively stronger among the respondents possessing higher level of agreeableness as compare to the others.

Biney (2017) studied the impact of the Big Five personality traits on organization citizenship behaviour among the nurses in Cape Coast Metropolis. The Big Five personality traits include agreeableness, neuroticism, conscientiousness, extraversion and openness to experience. The data was collected from 196 respondents who were the nurses in Cape Coast Teaching Hospital. The T-test was used to analyze the data. The study revealed that agreeableness was also linked with the organization citizenship behaviour toward individuals whereas conscientiousness was positively related with organization citizenship behaviour towards the organization. Moreover, majority of the respondents fell in the conscientious and agreeable category. Hence, the study also suggested that the human resource managers must keep all these traits in mind while recruiting the nurses in the hospitals to bring satisfaction to the patients as well as nurses.

Mohamadtabar et al., (2017) examined the mediating impact of job involvement, job self-efficacy, subjective wellbeing and organizational commitment on the association between personality traits and organizational citizenship behaviour. Manpower is the only substantial factor that actively impacts the entire process of production and it becomes necessary to pay heed to specific personality traits among them to benefit the organization as well as the manpower themselves. The study was undertaken with 360 employees working at Aluminum Corporation in Iran. The data was analyzed using correlation and structural equation modeling. The study revealed the association between personality traits and organizational citizenship behaviour. Job self-efficacy factors and organizational commitment depicted direct as well as indirect impact on the organizational citizenship behaviour. The factor of job involvement was

found indirectly influencing the organizational citizenship behaviour and factor of wellbeing had been depicted as directly involved with the organizational citizenship behaviour.

Hashim et al., (2017) investigated the relationship between Big Five personality traits and organizational citizenship behaviour among the Government employees. The personality traits have a magnificent part in framing an attitude among the employees regarding their employment. The sample size of the study was 152 Government employees working in Kedah State Government Office in Malaysia. The data was analyzed using Correlation and Regression analysis. The study highlighted the substantial association between Big Five personality traits and organizational citizenship behaviour. Conscientiousness, Openness to experience and agreeableness had direct link with organizational citizenship behaviour, whereas neuroticism was found having a negative association with organizational citizenship behaviour. The study has suggested that the employers should actively take initiatives to disseminate adequate knowledge to the employees so that their productivity as well as performance could be increased.

Indarti et al., (2017) undertook a study to acknowledge if organizational citizenship behaviour mediates the impacts of personality, organizational commitment and job satisfaction. The sample size was 295 respondents who were the permanent lecturers in two private colleges in Muhammadiyah University and Indonesian Muslim University, in city of Makassar South Sulawesi, Indonesia. The data was analyzed using Structural Equation Modeling. The study claimed the mediating and indirect impact of organizational citizenship behaviour between personality, job satisfaction and organizational commitment. It was also contended that the higher intensity of job satisfaction, personality traits and organizational commitment lead to greater level of organizational citizenship behaviour of the employees. Hence, it was also suggested that the institutional authorities must focus on boosting the job commitment and work satisfaction among the employees so as to raise the level of organizational citizenship behaviour targeted organizational and individual.

Leephaijaroen (2016) analyzed the impacts of Big Five personality traits and organizational commitments on organizational citizenship behaviour. The data was collected from 144 respondents who were the support staff working at Ubon Ratchathani Rajabhat University in Thailand. The multiple regression technique was used for data analysis. The research revealed the positive impact of agreeable personality, affective commitment, conscientious personality and normative commitment on the altruistic behaviour; impact of emotionally stable personality and continuance commitment on the courteous behaviour; effect of conscientious personality, agreeable personality and continuance commitment on the conscientious behaviour; impact of agreeable personality and affective commitment on sportsman behaviour; and substantial impact of agreeable personality, conscientious personality, emotionally-stable personality as well as the continuance commitment on the civic virtue behaviour of the multiple respondents. Moreover, it was also found that the agreeable personality had highest impact on organizational citizenship behaviour followed by continuance commitment, conscientious personality, affective commitment and emotionally stable personality.

Kayaalp (2016) examined the impact of polychronicity as temporal personality on the Individuals' organizational citizenship behaviours. Polychronicity has been mustering the attention of numerous organizational settings in the modern era as the employees have to be well acquainted and handle the more than two activities simultaneously. Polychronicity has the potential to enhance the job performance of the employees in case of multitasking as the job requisite. The sample size of the study was 124 military post-graduate students in Istanbul, Turkey. The data was analyzed using correlation and hierarchal multiple regression analysis. The findings indicated the substantial relationship between polychronicity as a substantial personality trait and organizational citizenship behaviours. The polychronic employees had been found exhibiting more organizational citizenship behaviours irrespective of their perception of the time pressure. The perceived time factor was not found to moderate the relationship between polychronicity as a temporal personality and organizational citizenship behaviours.

Rauf (2016) investigated the impact of workload on the association between personality traits and organizational citizenship behaviour. There are certain personality traits, which are more inclined to exhibit organizational citizenship behaviour. The sample size of the study was 200 employees consisting of 88 females and 112 males employed in some organizations in Sri Lanka. The data was analyzed using regression analysis. The study stated that personality traits were found closely associated with the organizational citizenship behaviours. The workload was depicted as negatively interacted to magnificently predict organizational citizenship behaviours. In furtherance, personality traits and workload demonstrated the interactive impact of workload and personality traits in prediction of organizational citizenship behaviour.

Rakhroy and Kaur (2016) undertook the study to investigate personality traits and empowerment as antecedents of organizational citizenship behaviour. The study was undertaken with 58 respondents who were the professors from the government colleges of Kapurthala, Ajnala, Amritsar, Bhaloth, Patiala, Jalandhar and Tarn Taran regions of Punjab, India. The data has been analyzed using T-test, Analysis of variance and regression analysis. The study found the civic virtue and conscientiousness higher among the female respondents than their male counterparts. Moreover, the personality traits like sportsmanship, courtesy, civic virtue, conscientiousness and altruisms were comparatively higher among the married professors than the single professors. The gender, age, qualification, length of service and designation had no influence on organizational citizenship behaviour. The underpowered professors depicted more effect on organizational citizenship behaviour in comparison to the empowered professors. The demographic features of the respondents did not act as antecedents of organizational citizenship behaviour.

Patki and Abhyankar (2016) ascertained the personality factors like conscientiousness, agreeableness, neuroticism, openness to experience and extraversion as the predictors of organizational citizenship behaviour directed towards individuals and organization. The was undertaken with the 325 employees consisting of 166 males and 159 females working across 9 co-operative banks, 11 nationalized banks encompassing about 90 branches in Maharashtra,

India. The data was analyzed using the regression and correlation analysis. The study revealed the positive relationship of conscientiousness, extraversion, agreeableness and openness to experience with organizational citizenship behaviour directed towards individuals and organizations. Employees' openness to experience was found as the strongest predictor of both organizational citizenship behaviours directed towards individuals and organizations. Extraversion and exposure to openness have been found partially mediating the relationship between conscientiousness as well as organizational citizenship behaviour directed towards organizations and extraversion partially mediated the linkage between agreeableness and organizational citizenship behaviour directed towards individuals.

Pickford and Joy (2016) have conceptualized organizational citizenship behaviour as discretionary and individual actions undertaken by the employees, which are outside their formal job description. It is a far evolving and fundamental concept about why and how individuals positively contribute to the organizations away from the work roles by going some extra miles in the workplace. Proper knowledge about the organizational citizenship behaviour is essential to marinate the organizational social systems and employee's job roles. The positive organizational citizenship behaviours are found reducing the need for supervision, enhancing the workplace morale and helpful in forward thinking behaviour. The employees who are ready to go beyond the formal work place requisites are capable of helping the organizations to be dynamic and able to cope with the unpredictable circumstances. Organizational citizenship behaviour makes the organizations reliant on the individuals who are willing to make active contributions towards the successful organizational change.

Mehr and Dashti (2016) determined the link between organizational commitment as an organizational citizenship behaviour and personality traits of the nursing managers. The employees are required to possess the basic personality traits as proposed by the Big Five personality model to enhance the organizational citizenship behaviour and work commitment among individual employees. The sample size of the study was 72 respondents who were the working managers in some selected hospitals in the Isfahan Province, Iran. Descriptive and inferential analysis was used to analyze the data and draw substantial results. The study illuminated a substantial association between personality traits and organizational commitment of nursing managers. The research also suggested that all the major components of personality must be enhanced with suitable initiatives so enhance job commitment and improve the services towards the clients in the hospitals.

Oussama et al., (2016) ascertained the impact of personality traits on organizational citizenship behaviour and employee's turnover intention. The globally complex environment has created the need for all the organizations to manage and preserve their human resources in the distinctive concepts. The study was conducted with the employees working in ICT sector in Malaysia. Structural equation Modeling was used to conclude the data. The study revealed the existence of substantial correlation between the personality traits and organizational citizenship behaviour. The personality traits had been found magnificent in enhancing the organizational citizenship

behaviour among the employees. Besides this, the study also revealed the mediating impact of organizational citizenship behaviour on the association between the Big Five personality traits and turnover intention of the employees. Hence, the study emphasized that the employers must examine the impact of personality traits on organizational citizenship behaviour and employee turnover intention.

Arkan (2016) determined the role of personality, job characteristics, organizational commitment and job satisfaction in organizational citizenship behaviour as well as counter work behaviour. The sample size of the study was 1231 respondents who were working in the public judicial institution in Ankara, Turkey, Correlation and regression tools were used for data analysis. The research revealed that four personality traits i.e. conscientiousness, openness to experience, extraversion and agreeableness were substantially related to organizational citizenship behaviour and job satisfaction. Besides this, agreeableness has been found agreeableness was most substantially and positively related to job satisfaction and affective commitment. Neuroticism was found negatively related to job satisfaction and the organizational citizenship behaviour. Affective commitment and narcissism were positively associated whereas normative and continuance commitments were negatively related to each other.

Kishokumar and Lakshita (2016) ascertained the impacts of personality factors on organizational citizenship behaviour of the employees. The financial institutions always aim at focusing on recruiting the employees, which depict appropriate personality traits to enhance their organizational citizenship behaviour. The study was undertaken 150 employees working in some selected financial institutions Trinco alee District in Sri Lanka. The data was analyzed using descriptive analysis, mean and standard deviation. It was found that conscientiousness, extraversion, openness to experience and agreeableness influenced organizational citizenship behaviour among the employees working in financial institutions. Personality type of emotional stability had been negatively linked to the organizational citizenship behaviour. All the organizations aim at improving the job involvement and work commitment among the employees so that they could contribute towards achievement of organizational goals.

Saeedy and Rastgar (2015) studied the role of personality traits in organizational citizenship behaviours. Both, personality traits and organizational citizenship behaviours are reckoned as important foundations for attaining the organizational goals with the support of efficient employees. The sample size of the study was 56 employees working in the Bank Mallet of Tehran. Regression and correlation tools used to analyze the data. The study foregrounded the direct linkage between Big Five personality traits and organizational citizenship behaviour. Conscientiousness, emotional stability and agreeableness had been regarded as the positive factors that influence organizational citizenship behaviour. Neuroticism was found negatively related to the organizational citizenship behaviour of the employees as it proved as hindrance in grooming of employees. The employees who are dedicated and fairly associated with their work, they are proved as asset for the organizations.

Purbaa et al., (2015) investigated the mediating impact of affective commitment on the association between the personality traits and organizational citizenship behaviour. The present study has taken extraversion and emotional stability as two major personality traits. The data was collected from 209 respondents who were the employees constituting top, middle and line managers working in an Indonesian foreign-invested cement unit along with the seven plants situated in Wet Java. The data was analyzed using coefficient analysis. Extraversion and emotional stability had been stated as the important predictors of organizational citizenship behaviour. The study indicated that affective commitment partially mediate the association between extraversion and organizational citizenship behaviour directed at the individuals as well as at the organization. Moreover, affective commitment was also found partially mediating the association between the emotional stability and organizational citizenship behaviour directed at the organization.

Mushrah et al., (2015) enquired the influence of Big Five personality factors on organizational citizenship behaviour. The study was undertaken with 260 health service providers at Diwaniyah General Hospital. The data was analyzed using descriptive analysis method. The study depicted that each of the Big Five personality traits were substantially associated to organizational citizenship behaviour. The personality attributes such as agreeableness, conscientiousness, extraversion and openness to experience were found having substantial impact on the organizational citizenship behaviour; whereas neuroticism depicted direct negative impact on the organizational citizenship behaviour. The researchers stressed that the management of the hospital must prepare adequate strategies to attain organizational citizenship behaviour of the employees to yield good results for the medical and health services.

Darsana (2014) ascertained the impact of personality traits on the performance of employees through the organizational citizenship behaviour. The study was undertaken with 105 respondents who were the employees consisting of different segments of the Bank Perkreditan Rakyat Gianna Bali, Indonesia. The data was analyzed using the structural equation modeling analysis. The research revealed the substantial impact of personality traits on the organizational citizenship behaviour, which in turn substantially affects their performance. Moreover, the study found no substantial association between the personality traits and the employee performance. It was also found that all the variables of organizational citizenship behaviour like civic virtue, altruism, courtesy, conscientiousness as well as sportsmanship entirely mediate the effect of personality and organizational culture on the employee performance. The study also suggested that the bank must establish employees' personality as the important part of the strategic operations to enhance their performance and stabilize the organizational citizenship behaviour.

Hakim et al., (2014) examined the impact of personality traits, organizational commitment and job satisfaction on organizational citizenship behaviour. The sample size of the study was 300 lecturers from three public Universities in Makassar, South Sulawesi, Indonesia. The data was analyzed using Structural Equation Modeling. The study revealed the positive impact of personality traits on organizational citizenship behaviour. Job satisfaction and organization

commitment were also found positively associated with organizational citizenship behaviour. Moreover, organizational commitment was substantially correlated with the performance of lecturers, where as it reflected negative effect on organizational citizenship behaviour. The researchers also concluded the magnificent impact of organizational citizenship behaviour on the performance of the lecturers.

Ilie (2014) examined the relationship among organizational citizenship behaviour, employee personality and work satisfaction. The sample size of the study was 56 respondents who were contractual employees from army, public as well as private sector in Romania. The data was analyzed using correlation technique. Internality, self-efficacy, job satisfaction and organizational citizenship behaviour were found substantially associated. The study foregrounded that the higher level of work satisfaction was found among the employees that act as their guide to steer them for the adoption of organizational citizenship behaviour. Internality and self-efficacy were reckoned as predictors of organizational citizenship behaviour in military organization. The employees having higher levels of education showed the greater involvement in volunteer behaviours. The organizations preferred to hire the employees that demonstrated internality and availability as extra-role behaviours.

Imer et al., (2014) ascertained the impact of personality traits of contextual and dispositional variables of numerous commuters on extraversion and conscientiousness in two occupational groups. The study was undertaken with 360 respondents who were engineers and teachers. The regression analysis was used to analyze the data. The study highlighted that dispositional impact has the highest influence on the aspects of organizational citizenship behaviour like sportsmanship, helping and civic virtue behaviours. It was also found in the study that teachers exhibited more organizational citizenship behaviours in comparison to the engineers. Helping behaviour was highly influenced by normative organizational commitment, whereas civic virtue was influenced by affective commitments and occupation of the employees. Moreover, occupation had been found making suitable contributions to understand the concept of organizational citizenship behaviour.

Anjum et al., (2014) conducted a study to investigate the relationship between the personality traits and organizational citizenship behaviour. Organizational citizenship behaviour plays an imperative part in enhancing the efficacy of co-workers, improving managerial productivity and coordinating the activities between the work groups. The study was conducted with the doctors working in public and private hospitals in Pakistan. The data was analyzed using descriptive analysis, T-test and Analysis of variance. It was found that conscientiousness and extraversion partially influence the all three levels of organizational citizenship behaviour i.e. directed towards individual, organization as well as the tasks. Moreover, the study revealed that Neuroticism substantially but negatively affect the organizational citizenship behaviour. The demographic profiles of the employees also found positively influencing the organizational citizenship behaviour among the employees.

Mosalaei et al., (2014) undertook the study to ascertain the relationship between personality traits and organizational citizenship behaviour on the athletes. Personality traits play an imperative role to shape the distinctive patterns among the individuals. The sample size of the study was 300 athletes having at least 3 years of experience. Regression and Correlation analysis were used for drawing out inferences from the study. Openness to experience, conscientiousness and agreeableness highlighted positive relationship with organizational citizenship behaviour on athletes. The study depicted the negative association of neuroticism and organizational citizenship behaviour. Extraversion was not found substantially associated with the organizational citizenship behaviour. The researchers emphasized that the coaches could develop organizational citizenship behaviour among the athletes by identifying their personality traits.

Brumfield (2014) identified the patterns of relationship between wellness behaviour traits and organizational citizenship behaviour traits. The efficacious, hard work, productive and effective employees are the major contributors towards the work place. The data was collected from 418 respondents who were the administrators, certified faculty, nurses, specialists and transportation workers working in a school district comprising of a central office, three middle, seven elementary, one vocational centre and an alternative school located in South Mississippi. The data was analyzed using regression analysis. The research stated that organizational citizenship behaviour traits and wellness behaviour traits were not related to each other. Conscientiousness personality trait was found effective enough to influence wellness behaviours but not organizational citizenship behaviour traits. The employees were also found sparing time for their exercising instead of working for the extra time for their workplace.

Sjahrudin et al., (2013) explored the impact of personality, trust in managers, organizational justice and commitment towards organizational citizenship behaviour. The study was undertaken with the 134 full time nurses who were working at the Makassar city hospitals in Indonesia. The data was analyzed using structural equation modeling. The study indicated that the personality traits substantially impact the organizational citizenship behaviour. Trust in managers and organizational commitment was also found as important variables that influence organizational citizenship behaviour. Moreover, the study also depicted the organizational justice as an insubstantial predictor of organizational citizenship behaviour. The research also corroborated that the trust in managers and the organizational commitment acted as complete mediators of the association between organizational justices and organizational citizenship behaviour. The study also suggested that the hospital management must apply and enhance the concept of personality traits and organizational justice to increase organizational citizenship behaviour.

Ahmadizadeh (2013) investigated the association of openness to experience with organizational citizenship behaviour. The personality traits are key to locate the employees who could prove to be boon for the organizations in the contemporary times. The study was conducted with the 120 staff members of offices of Physical Education in Khuzestan Province. The data was analyzed using descriptive correlation and multi-variable regression tools. The study foregrounded that openness to experience personality trait had been found as good anticipator for the organizational

citizenship behaviour in physical education office staff members. Openness to experience personality trait and organizational citizenship behaviour were positively correlated with each other. The employees who have higher tendency to openness to experience reflected the higher tendency to perform organizational citizenship behaviour. The study suggested that the higher level officials must frame some strategies to polish their employees to enable them compete and prove to be an asset for their workplace entity.

Kozako et al., (2013) explored the impact of Big Five personality traits on counterproductive work behaviour among the hotel employees with special focus on counterproductive behaviour targeted organization and counterproductive work behaviour targeted individuals. The study was conducted with 178 employees across distinctive departments in rank three star hotels in Malaysia. The data was analyzed using correlation and descriptive analysis. The study revealed the positive association between employees with openness to experience and higher intensity of neuroticism and counterproductive work behaviour targeted organization, whereas negative degree of relationship between employees depicting agreeableness and extraversion as well as counterproductive work behaviour targeted organization. Moreover, extraversion did not reveal any association with counterproductive work behaviour as well as conscientiousness was not found linked with counterproductive work behaviour targeted organization and individual.

Golafshani and Rahro (2013) identified the effect of personality traits on development of organizational citizenship behaviour. As the concerned managers are capable of identifying the personality traits, which have positive impacts on the organizational citizenship behaviour, these could serve as the base for hiring the valuable employees to enhance the organizational effectiveness. The study was conducted with the 90 employees working in Hamkaran System Company Groups in Iran. Structural equation modeling was used to analyze the data. The study stated that agreeable and extraversion had substantial effect on the organizational citizenship behaviour of the system's group staff. Along with it, emotional stability, conscientiousness and opening to experience were found having no impact on organizational citizenship behaviour. Therefore, the researchers revealed that the human resource team should hire the employees that possess all the adequate personality attributes, which could benefit the organization as well as the employees.

Malik et al., (2012) studied personality traits and leadership as determinants of organization citizenship behaviour in the banking sector. The employees' behaviour with regard to organization citizenship behaviour could act as the competitive advantage for most of the firms in the contemporary era. 174 respondents were taken as sample to conduct the research work who were the employees working in some banks in Ali Pur Chatha, Wazirabad, Gujranwala and Kamoke in Pakistan. Correlation and Regression analysis were used to find inferences of the study. The study highlighted that leadership qualities and positive personality attributes play a positive and magnificent role in enhancing the organization citizenship behaviour of employees. Organization citizenship behaviour would act worth working if the leadership attributes of the employees had been improved. Moreover, the study suggested that managers must emphasize on

enhancing the personality traits and leadership skills to improve the concept of organization citizenship behaviour in the organization.

Chwalibog (2011) ascertained the relationship of personality, temperament and organizational climate and organizational citizenship behaviour of the volunteers in the organization. Many organizations have recognized the significance of organizational citizenship behaviour in the current market scenario as a pro-social aspect necessary for the employees and organization. The study was undertaken with the 42 activists aged from 18 to 19 years consisting of 15 males and 27 females working in the voluntary organizations in Poland. The data was analyzed using the correlation analysis. The study revealed the substantial association of the personality, temperament and organizational behaviour. The component of agreeableness, conscientiousness, openness to experience has substantial association with organizational citizenship behaviour.

Naqshbandi et al., (2011) determined the relationship between inbound and outbound open innovation as well as organizational citizenship behaviour. The sample size of the study was 366 respondents including top and middle managers' workers employed in 139 high-tech industries in Kuala Lumpur, Malaysia. The data was analyzed using Analysis of Variance. It was stated that organizational citizenship behaviours positively predict inbound and outbound open innovation. Moreover, organizational citizenship behaviours had been found related to in-bound open innovation in aggregate only where as substantially related to out-bound open innovation in isolation and in aggregate. The study suggested that there is need to encourage citizenship behaviours in favor of out-bound open innovation. The employees who exhibit organizational citizenship behaviours at workplace must be rewarded and recognized. Employees must be provided with mind-set building and motivational training so that they could be ready to exhibit organizational citizenship behaviours.

Chiaburu & Oh (2011) investigated the relationship between personality traits and organization citizenship behaviour. The data was collected from 77 employees. The data was analyzed using correlation technique. The study affirmed that personality traits had been found as more substantial determinants of organizational citizenship behaviour than task performance. The researchers also found that extraversion, openness to experience and emotional stability had more incremental ability for organizational citizenship behaviour in comparison to the agreeableness and conscientiousness. Openness and agreeableness had stronger associations with citizenship than the task performance. Besides this, extraversion, emotional stability and conscientiousness had same magnitudes of associations with task performance and citizenship.

Mahdioun et al., (2010) investigated the association of dimensions of personality traits and organizational citizenship behaviour. It is true that all the organizations rely on the employees who actively contribute to the successful transformations irrespective of the requisites of the formal job. The sample size of the study was 213 respondents who were the expert staff employed in Tehran University. The data was analyzed using the Pearson Correlation analysis. The study highlighted that organizational citizenship behaviour was found having the positive

relationship with the extraversion, agreeableness, conscientiousness and openness. Moreover, the study also found the negative relationship between the neuroticism and organizational citizenship behaviour. The findings of the study also contended the agreeableness, openness and conscientiousness as predictors of organizational citizenship behaviour.

Conclusion

From the above researches, it was found that the different personality traits of group B employees may differ from person to person but directly or indirectly affect the organization and its people. Moreover, some of the personality traits change overtime, they are the one which are adopted under the influence of the situation or working condition, while some personality traits never change, especially those which are the part of one's nature. Like young employees prefer to work based on their skills and knowledge which they have gained either from books or colleges or any other sources, while the aged employees work with their experience and also like to guide the co-workers. They feel happy to share their knowledge and skills with others. Some employees are regular, thoughtful, responsible and careful. These features are their personal features which are not adopted from elsewhere, but they are inborn. They will remain same for the whole life, whether the employee is junior or senior, drawing less salary or handsome salary. Designation demands lots of responsibility and in return pays high to the employees. The responsibility as well as the stress level increases. But certain features of behavior help the employees to overpower the stressed situation and work calmly in any situation without getting stressed. Different departments demand different kinds of skills and knowledge. The sincere and reliable employees make their own place in any department. Again there are certain behavior traits which help the employees in this regard. Males and females are different in nature by birth. Males have their own qualities, while females have their own. On the basis of those qualities they outshine in their respective job areas. As long as the sincerity and managed work is concerned females can do better and if the innovation and curiosity is concerned the males lead. Thus the various personality traits can leave a positive as well as negative impression for co-workers as well as for the organization. It depends upon the employees how to manage the personal as well as professional life with inborn or learnt behavioral traits.

References

1. Aftab Noman, Samina Rashid, Syed Asghar Ali Shah and Justin Hackett (2018), "Direct Effect of Extraversion and Conscientiousness with Interactive Effect of Positive Psychological Capital on Organizational Citizenship Behaviour among University Teachers", *Cogent Psychology*, Vol. 5, Issue 1, 2018, pp. 65-89.
2. Ahmadizadeh, Zehra, SedigheHeydarinejad and Asma Taheri (2013), "Investigation of the Relationship of Openness to Experience and Organizational Citizenship Behaviour", *International Research Journal of Applied and Basic Sciences*, Vol. 4, 2013, pp. 2225-2229.

3. Anjum, Zafar-Uz-Zaman, Lou Fan, Muhammad Fahad Javed and Waheed Akhtar (2014), "Influence of Personality on Organizational Citizenship Behaviour", *International Journal of Education and Research*, Vol. 2, Issue 11, 2014, pp. 225-241.
4. Ansari, Thamrin Abdullah and Wibowo (2018), "The Effect of Personality, Organizational Climate and Job Satisfaction on Teachers Organizational Citizenship Behaviour at Public Vocational High School in DKL Jakarta Province", *International Journal of Scientific Research and Management*", Vol. 6, Issue 4, 2018, pp. 191-197.
5. Arkan, Oyku (2016), "Determinants of Organizational Citizenship and Counterproductive Work Behaviour: The Role of Personality, Job Satisfaction, Job Characteristics and Organizational Commitment", *Thesis submitted in the Business Management*, Middle East Technical University, June 2016, pp. 1-338.
6. Biney, D. B. (2017), "Effect of the Big Personality Traits on Organizational Citizenship Behaviour among Nurses in Cape Coast Metropolis", *Dissertation submitted in Human Resource Management*, University of Cape Coast, January 2017, pp. 1-82.
7. Brumfield, Vicki Yeager (2014), "The Relationship between Wellness Behaviour Traits and Organizational Citizenship Behaviour Traits", *Dissertations*, spring 5-2014, pp. 1-105.
8. Chiaburu, Dan S. and In-Sue Oh (2011), "The Five-Factor Model of Personality Traits and Organization Citizenship Behaviours: A Meta-Analysis", *Journal of Applied Psychology*, vol. 96, Issue 6, 2011, pp. 1140-1166.
9. Chwalibog, Elzbieta (2011), "Personality, Temperament, Organizational Climate and organizational Citizenship Behaviour of Volunteers", *Journal of Education Culture and Society*, vol. 1, 2011, pp. 19-31.
10. Chukwuemeka, A. F., Leonard N. Ezech, C. J. Mbanugo and C. E. Etodike (2018), "Measuring Organizational Citizenship Behaviour of Lecturers: The Role of Personality and Locus of Control", *European Journal of Management and Marketing Science*, vol. 3, Issue 1, 2018, pp. 1-25.
11. Darsana, I. M. (2014), "The Influence of Personality on Employee Performance through Organizational Citizenship Behaviour", *The International Journal of Management*, Vol. 3, Issue 4, October 2014, pp. 1-8.
12. Golafshani, M. R., and Mahdiyar Rahro (2013), "Identification of Personality Traits on Development of Organizational Citizenship Behaviour", *Middle-East Journal of Scientific Research*, Vol. 16, Issue 2, 2013, pp. 274-281.
13. Hashim, A., Nadwatul H. Mustapha, M, Che Malek and Amira Fatin Shaedin (2017), "The Relationship between Big Five Personality and Organizational Citizenship Behaviour", *Proceeding of the 4th International Conference on Management and Muamalah*, 2017, pp. 320-341.
14. Hakim, Wardhani, Umar Nimran, Siti Haerani and Syamsu ALam (2014), "The Antecedents of Organizational Citizenship Behaviour (OCB) and Their Effect on Performance: Study on Public University in Makassar, South Sulawesi, Indonesia", *International Organization of*

- Scientific Research Journal of Business and Management*, vol. 16, Issue 2, Version II, February 2014, pp. 05-13.
15. Indarti, Sri, Solium, Adji Achmad Rinaldo Fernandes and Eadhani Hakim (2017), "The Effect of OCB in Relationship between Personality, Organizational Commitment and Job Satisfaction on Performance", *Journal of Management Development*, vol. 36, Issue 10, 2017, pp. 1283-1293.
 16. Ilie, Mariela Pavalache (2014), "Organizational Citizenship Behaviour, Work Satisfaction and Employee Personality", *Procedia-Social and Behavioural Sciences*, vol. 127, 2014, pp. 489-493.
 17. Imer, Pinar H., Hayat Kabasakal and Ali Dastmalchian (2014), "Personality and Contextual Antecedents of Organizational Citizenship Behaviour: A Study of Two Occupational Groups", *Journal of Management and Organization*, Vol. 20, Issue 4, 2014, pp. 441-462.
 18. Kayaalp, A. (2016), "The Impact of "Temporal Personality" on Individuals' Organizational Citizenship Behaviours", *Journal of Military and Information Science*, Vol. 4, Issue 2, 2016, pp. 79-86.
 19. Krishna, Ramesh, S. Ismail, Koe Wei Loon, Geetha Muthusamy (2017), "The Moderating Effect of Employee Personality in the Relationship Between Job Design Characteristics and Organizational Citizenship Behaviour", *The Social Sciences*, Vol. 12, Issue 6, 2017, pp. 1014-1023.
 20. Kishokumar, R. and K. Lakshika (2016), "Influence of Personality Factors on Organizational Citizenship Behaviour of Employees in Financial Institutions", *International Journal for Social Studies*, vol. 2, Issue 10, 2016, pp. 155-166.
 21. Kozako, Intan Nurul' Ain Mohd Firdaus, Siti Zaharah Safin and Abdul Rahman Abdul Rahi (2013), "The Relationship of Big Five Personality Traits on Counterproductive Work Behaviour Among Hotel Employees: An Exploratory Study", *International Conference on Economics and Business Research*, 2013, vol. 7, pp. 181-187.
 22. Leephaijaroen, Siripapun (2016), "Effects of The Big-Five Personality Traits and Organizational Commitments on Organizational Citizenship Behaviour of Support Staff at Ubon Ratchathani Rajabhat University", *Kasetsart Journal of Social Sciences*, Vol. 37, 2016, pp. 104-111.
 23. Mehr, N. P. and f. Dashti (2016), "Determining the Relationship between Organizational Citizenship Commitment and Personality Traits of Nursing Managers", *International Journal of Medical Research and Health Sciences*, vol. 5, Issue 5, 2016, pp. 114-120.
 24. Mushraf, Abbas Mezeal, Riyadh Al-Saqry and Haydar Jasim Obaid (2015), "The Impact of Big Five Personality Factors on Organizational Citizenship Behaviour", *International Journal of Management Science*, vol. 2, Issue 5, 2015, pp. 93-97.
 25. Mosalaei, Hoorye, Reza Nikbakhsh and Farshad Tojari (2014), "The Relationship between Personality Traits and Organizational Citizenship Behaviour on Athletes", *Bulletin of Environment, Pharmacology and Life Sciences*, vol.3, SI 1, 2014, pp. 11-15.

26. Mohamadbar, S., Hossein Eskandari, Ahmad Borjali, Abbas Abbaspour and Noorali Farrokhi (2017), “Constructing Causal Model of Organizational Citizenship Behaviours by Personality Factors with Mediating of Job Involvement, Job Self-Efficacy, Subjective Well-being, and Organizational Commitment Among Aluminium Iran Corporation”, *Iranian Journal of Educational Sociology*, vol. 1, Issue 3, June 2017, pp. 1-11.
27. Naqshbandi, M. Muzamil, Sharan Kaur Garib Singh and Pin Ma (2016), “The Link Between Organizational Citizenship Behaviours and Open Innovation: A Case of Malaysian High-Tech Sector”, *IIMB Management Review*, vol. 28, 2016, pp. 200-211.
28. Oussama Saoula, Husna Johari and Muhammad Awais Bhatti (2016), “The Mediating effect of Organizational Citizenship Behaviour on the Relationship Between Personality Traits (Big Five) and Turnover Intention: A Proposed Framework”, *International Business Management*, vol. 10, Issue 20, 2016, pp. 4755-4766.
29. Patki, S. M. and Shobhana C. Abhyankar (2016), “Big Five Personality Factors as Predictors of Organizational Citizenship Behaviour: A Complex interplay”, *The International Journal of Indian Psychology*, Vol. 3, Issue 2, January-March 2016, pp. 136-147.
30. Pickford, H. C. and Genevieve Joy (2016), “Organizational Citizenship Behaviours: Definitions and Dimensions”, *Mutuality in Business*, 30 August 2016, pp. 1-13.
31. Purbaa, E. P., J. K. Oostrom, H. T. Van der Molen and M. P. Born (2015), “Personality and Organizational Citizenship Behaviour in Indonesia: The Mediating Effect of Affective Commitment”, *Asian Business and Management*, Vol. 2, Issue 3, 2015, pp. 1-12.
32. Rakhroy, G. and Parneet Kaur (2016), “Personal Characteristics and Empowerment: Antecedents of Organizational Citizenship Behaviour?”, *International Journal of Commerce, Business and Management*, vol. 5, Issue 3, May-June 2016, pp. 1-8.
33. Rauf, F. H. Abdul (2016), “A Predictor Become Dysfunctional: An Investigation of the Effect of Workload on the Relationship Between Personality and Organizational Citizenship Behaviour”, *International Journal of Business and Management Review*, Vol. 4, Issue 2, March 2016, pp. 120-132.
34. Reza, Mohammad, Suryadi and Nurjannah (2017), “Personality and Motivation: Its Effect on Organizational Citizenship Behaviour (OCB) Staff in Human Resources Development Agency of Ministry of Public Works and Housing”, *International Journal of Science and Research*, vol. 7, Issue 5, May 2018, pp. 110-114.
35. Rupa, Mahajan (2018), “Impact of Big Five Personality Traits on Organizational Citizenship Behaviour and Satisfaction”, *International Journal of Business Insights and Transformation*, vol. 11, Issue 1, 2018, pp. 46-51.
36. Szabo, Z. P., A. Czibor, P. Restas and T. Bereczkei (2018), “The Darkest of all” The Relationship between the Dark Triad Traits and Organizational Citizenship Behavior”, *Personality and Individual Differences*. Also available at <http://doi.org/10.1016/j.paid.2018.04.026>.
37. Sjahruddin, Herman, Armanu, A. Sudiro and Normijati (2013), “Personality Effect on Organizational Citizenship Behavior: Trust in Managers and Organizational Commitment

Mediator of Organizational Justice in Makassar City Hospitals, (Indonesia)”, *European Journal of Business and Management*, Vol. 5, Issue 9, 2013, pp. 95-107.

38. Saeedy, Sina and Abbas Ali Rastgar (2015), “Study of the Role of Personality Factors in Organizational Citizenship Behaviors”, *Trends: Journal of Sciences Research*, Vol. 2, Issue 2, April-June 2015, pp. 1-15.